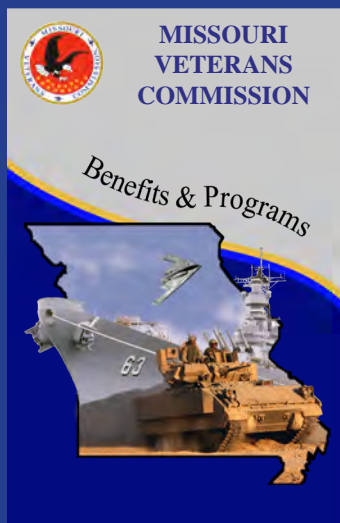
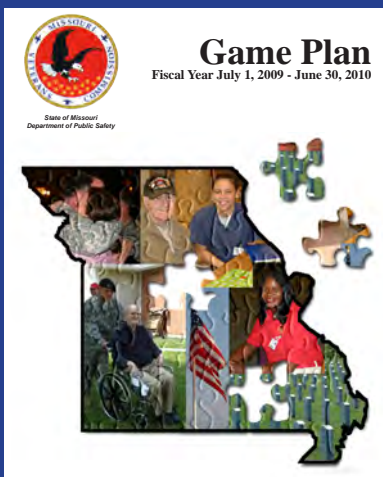
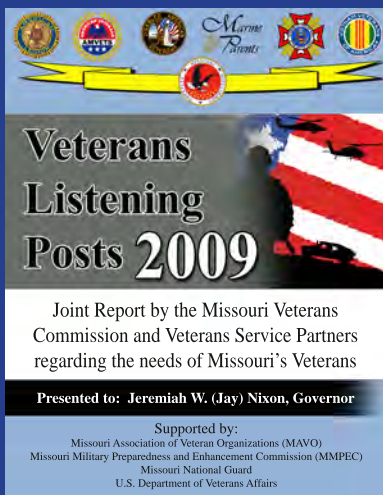




# Annual Report

Fiscal Year July 1, 2009 - June 30, 2010

MISSOURI VETERANS COMMISSION



We are pleased to present the Annual Report for Fiscal Year 2010. In this report you will find key indicators of the Missouri Veterans Commission's core programs, an overview of our successes throughout FY 2010 and our strategic direction for the future.

While our programs have been impacted by fiscal challenge, our dedicated and exemplary staff continued to place Veterans first in our priorities and the quality service we provided was carried out in the most efficient and cost effective way.

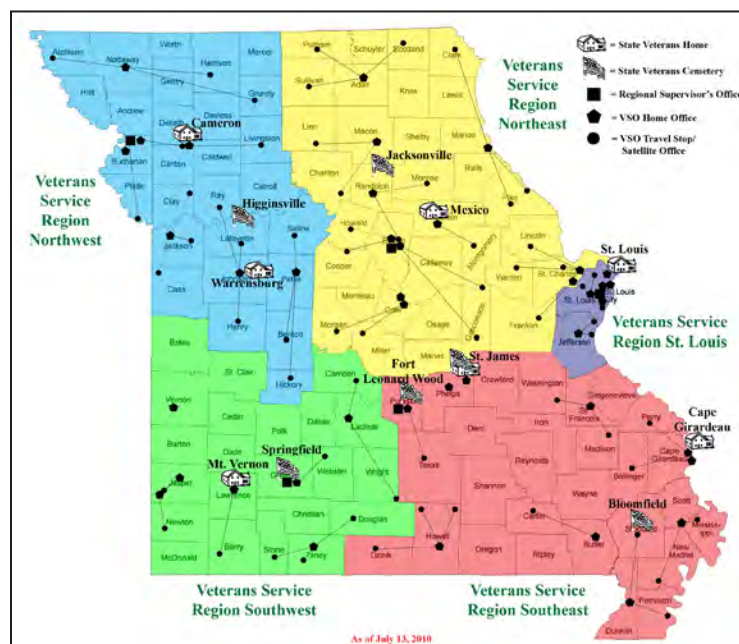


Larry D. Kay  
Executive Director

With our Veterans Service Partners, we held 21 Veterans Listening Posts around the state in FY 09, hearing from over 1,500 concerned Veterans and dependents on their issues and needs. The information gathered was presented to Governor Nixon and forms part of our strategic direction for the future.

This "blueprint to the future" is truly shaping how we respond to the current and future needs of Missouri's Veterans. We realize that we are not alone in this effort. The United State Department of Veterans Affairs and the Missouri Association of Veterans Organizations have been both excellent partners and mentors. We realize that building on these relationships is key to providing the most benefit for Missouri's Veterans.

Missouri's commitment remains unwavering for those citizens who sacrificed for our freedom. It's an honor to serve those who served us.



# FY 2010 Successes

For Fiscal Year 2010 the Missouri Veterans Commission targeted its Game Plan toward establishing the Missouri Veterans Commission as Missouri's subject matter expert in the three core areas we serve: Cemeteries, Homes, and Veterans Services. To reach this goal we identified five challenges:

## **Establishing and maintaining the trust and confidence of Missouri's citizens.**

- We utilized the development and execution of the 21 listening post events to establish and build a foundation of positive personal relationships with our key stakeholders to include the commanders and adjutants of Veterans Service Organizations in the Missouri Association of Veterans Organizations (MAVO); key leaders in the U.S. Department of Veterans Affairs to include VISN 15, VISN 16, VBA, and VCA; the Missouri Military Preparedness Enhancement Committee, the Missouri National Guard, and key leadership and staff in state government.
- We worked with the Office of the State Auditor in three separate, comprehensive financial audits to insure the integrity of the commission's finances.
- We accepted opportunities to collaborate with partner organizations to better serve Missouri Veterans.
- We worked with our partners to identify joint goals and gain mutual "wins."

## **Develop a transparent mechanism to consistently gather, fuse, and disseminate information to ensure the Missouri Veterans Commission and its stakeholders have complete situational awareness of Veterans issues in Missouri.**

- We developed a "common operating picture" to track and communicate information within our three disciplines.
- We formalized a legislative and veterans initiative tracking system.
- We developed a method to formalize and communicate our deliberate response to key events.
- We utilized our public information officer position to disseminate information to our stakeholders using one voice.
- We developed and executed a new reporting mechanism for commission meetings.

## **Establish internal processes that enhance cooperation between operations and staff and clearly communicate intent between members of our organization.**

- We developed and utilized a predictable reporting and meeting rhythm.
- We developed and utilized predictable internal reports.
- We developed and utilized predictable external reports.
- We developed and utilized our annual Game Plan and Annual Report.
- We developed and published our first Director's Intent.

## **Develop and execute deliberate communications to synchronize our actions, uniformly shape the environment, and build a bridge to the future.**

- We developed and published a Missouri Veterans Commission brochure.
- We developed and distributed a micro pamphlet for key stakeholders.
- We developed and presented our financial picture to key stakeholders.
- We developed a "current talking points" folder to equip our staff with commission approved messages.

## **Hire, train, grow, and lead a workforce prepared to meet the needs of Missouri's Veterans now and in the future**

- We restructured our central office organization to be more responsive and accountable to Missouri's Veterans.
- We formalized a central office training position for the Veterans Service Officer and Cemetery Programs.
- We conducted an annual leadership conference and, for the first time in several years, brought the leadership from our three disciplines together for a collective training and leadership event.

# Strategies for the Future

The Missouri Veterans Commission has for the first time identified three strategic initiatives that reflect today's ongoing challenges while providing a platform for boldly moving into the future. As provided by the Commission at the May 3, 2010 commission meeting, our strategic goals for FY 2011 are:

## **Implement the five recommendations of the Listening Post Report**

1. Complete and publish (within budget constrictions) a Missouri Guide to Veterans Benefits. This guide will illustrate benefits unique to Missouri Veterans and will include U.S. Department of Veterans Affairs services and points of contact unique to our state. A mechanism must be developed to keep the guide current and our VSO's must receive training to insure their understanding and ability to communicate these benefits to Missouri's Veterans.
2. Establish an Outreach Task Force to ensure that all Missouri Veterans have the opportunity to see a Veterans Service Officer, sign up for VA health care, and join a Veterans Service Organization. Focus areas will include but not be limited to statewide strategies in the following areas: Minority Veterans, Women Veterans, Incarcerated Veterans, GWOT Veterans, Veterans Service Information Officer training, Benefits Fairs, Listening Posts, and Social/Web media.
3. Establish a Benefits Task Force to ensure that Missouri Veterans are appropriately receiving earned benefits in a timely manner. We will focus on lowering the average number of days it takes a Veteran to qualify for benefits, establish a process to "fast track" ready-to-rate claims, focus on quality vs. quantity of claims, and place the Veterans Benefits Administration, the Missouri Veterans Commission, and Veterans Service Organizations on one sheet of music through shared direction and training.

4. Formalize our support of the Yellow Ribbon Reintegration Program to ensure that our message is correct and appropriate, to work to expand our support to all branches and services, and to continue to look for effective and efficient methods to contact Global War on Terror (GWOT) Veterans.
5. Promote educational awareness and a call for action regarding the solvency of the Veterans Commission Capital Improvement Trust Fund (VCCITF) to ensure consistent legislative understanding about the financial status of the Home Fund which places the VCCITF in jeopardy.

## **Establish processes to synchronize our FY 2011 Game Plan with VISN 15, VISN 16, VBA, and VCA.**

1. Each program will identify their programmatic and geographic counterpart with the U.S. Department of Veterans Affairs to synchronize our actions, promote efficiency, and target our resources toward Missouri Veterans.
2. Organizationally, we will work toward synchronizing our Strategic Goals for FY 2012.

## **Develop Mechanisms with our Veterans Service Partners to communicate our three joint key messages.**

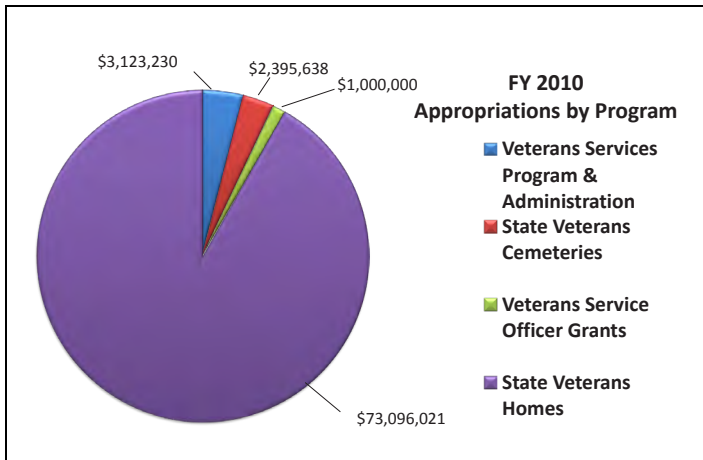
1. We must establish mechanisms and processes to ensure our three joint key messages – see a Veterans Service Officer, sign up for VA health care, and join a Veterans Service Organization – are clearly established and communicated to Veterans by Missouri's Veterans Service Partners.

## **End State:**

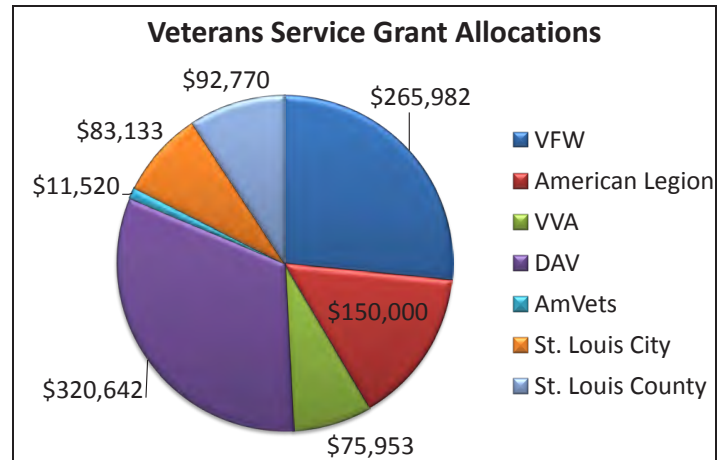
Through these initiatives, the Missouri Veterans Commission will move closer toward becoming a high performance Veteran-focused organization accountable to the citizens of the State of Missouri.



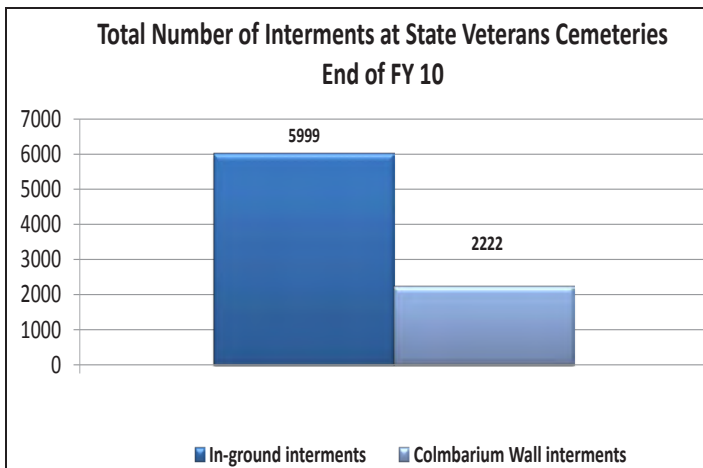
# 2010 Key Indicators



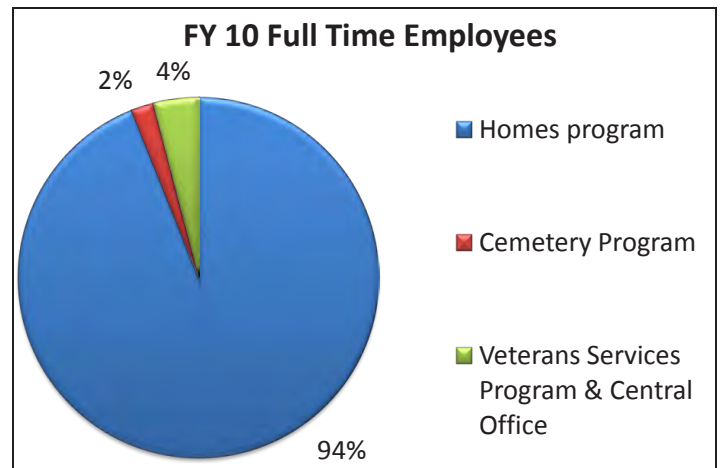
The largest percentage of expenditures are for the Veterans Homes, followed by the Veterans Services Program, Veterans Cemeteries, and then Veterans Service Officer Grants. Expenditures for the homes have continued to increase over the years due to the growth in available beds and census. The Veterans Cemetery appropriations have grown with the opening of a fifth operational Veterans Cemetery at Fort Leonard Wood, Missouri.



In 2001, the Missouri Veterans Commission began a Veterans Service Grant Program. In its first year, the program awarded over \$400,000 in grants to six Veterans Service Organizations. This program has allowed the Commission to assist Veterans Service Organizations in Missouri to continue providing services and assistance to Veterans. In 2010 we disbursed \$1 million to our current partner organizations including: American Legion, Veterans of Foreign Wars, Disabled American Veterans, Vietnam Veterans of America, and AMVETS.



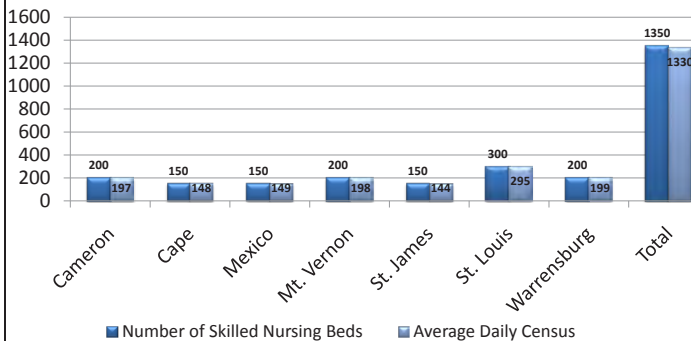
The Missouri Veterans Commission has created a cemetery network so that every Missouri Veteran will have reasonable access to a Veterans cemetery. Five cemeteries are in operation at this time; Springfield, Higginsville, Bloomfield, Jacksonville, and Fort Leonard Wood, which opened August 2010.



Of the budgeted staff for fiscal year 2010, 94% of MVC employees are located in our seven Veterans Homes around the state. Approximately 4% are in the MVC Central Office and Veterans Services Program, while the remaining 2% are located at our five State Veterans Cemeteries.

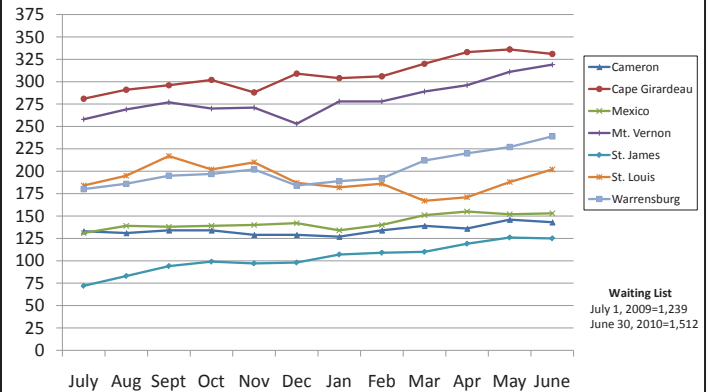
# 2010 Key Indicators

**FY 10 Number of Skilled Nursing Beds and Average Daily Census**



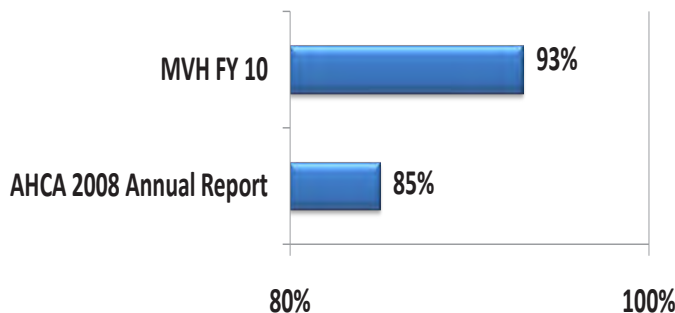
The Missouri Veterans Homes Program operates seven exemplary Homes with 1,350 skilled nursing care beds. The Homes Program has a reputation for excellence in quality outcomes, resident and family satisfaction and regulatory compliance. The Homes maintained a census of 99% throughout FY10 which resulted in care provided for 1,862 Veterans.

**Waiting List for MVH by Location as of June 30, 2010**



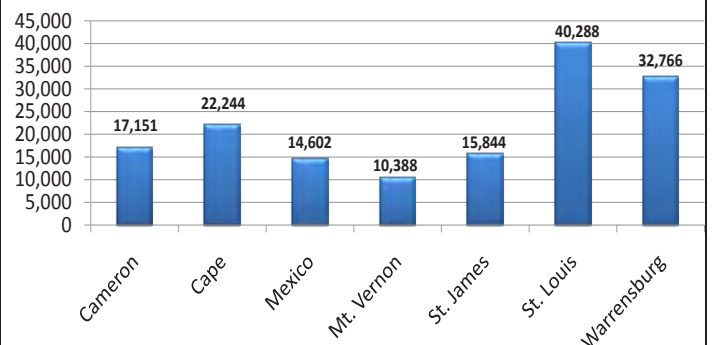
Missouri Veterans Homes continue to be the skilled nursing care facilities of choice for Missouri's Veterans. Even while maintaining a census of 99% the waiting list continues to grow. On June 30, 2010 the waiting list statewide was 1,512, an increase of 273 during the fiscal year.

**Comparison of MVH and American Healthcare Association Nursing Home Industry Resident Satisfaction Survey Results**



Missouri Veterans Homes survey our Veterans to determine their level of satisfaction with our services. Statewide our residents expressed a 93% satisfaction rate. The American Healthcare Association conducted a nationwide resident satisfaction survey with a 85% satisfaction rate. 2008 is the latest report available from AHCA.

**FY 10 Number of Volunteer Hours at State Veterans Homes**



Missouri Veterans Homes offer excellent volunteer opportunities for individuals who would like to serve Veterans. Service ranges from companionship with individuals or working with groups to clerical tasks. In Fiscal Year 2010 a total of 153,283 hours were volunteered at the seven Veterans Homes. What a great way to give back to our brave men and women who have sacrificed to protect and preserve the freedom of this great nation.

# Service Officer Directory

## Northeast Veterans Service Region

<b>Regional Supervisor</b>	<b>573-882-5135</b>
Adair	660-785-2460
Audrain	573-581-1088 xt. 1258
Boone	573-882-5135
Callaway	573-882-5135
Chariton	660-385-6192
Clark	573-248-2550
Cole	573-751-3779
Cooper	573-882-5135
Franklin	636-949-7900 xt. 7210
Gasconade	573-882-5135
Howard	573-882-5135
Knox	660-785-2460
Lewis	573-248-2550
Lincoln	636-949-7900 xt. 7210
Linn	660-385-6192
Macon	660-385-6192
Maries	573-751-3779
Marion	573-248-2550
Miller	573-751-3779
Moniteau	573-751-3779
Monroe	660-263-4960
Montgomery	573-581-1088xt. 1258
Morgan	573-751-3779
Osage	573-751-3779
Pike	573-248-2550
Putnam	660-785-2460
Ralls	573-248-2550
Randolph	660-263-4960
Schuyler	660-785-2460
Scotland	660-785-2460
Shelby	573-248-2550
St. Charles	636-949-7900 Ext. 7210
Sullivan	660-785-2460
Warren	636-949-7900 Ext. 7210

## Southwest Veterans Service Region

<b>Regional Supervisor</b>	<b>417-895-6532</b>
Barry	417-466-7103
Barton	417-359-1515
Bates	417-448-1133
Camden	417-532-6754
Cedar	417-448-1133
Christian	417-895-6532
Dade	417-466-7103
Dallas	417-532-6754
Douglas	417-546-7209
Greene	417-895-6532
Jasper (Carthage)	417-359-1515
Jasper (Joplin)	417-629-3538
Laclede	417-532-6754
Lawrence	417-466-7103
McDonald	417-629-3538
Newton	417-629-3538
Polk	417-895-6532
St. Clair	417-448-1133
Stone	417-546-7209
Taney	417-546-7209
Vernon	417-448-1133
Webster	417-895-6532
Wright	417-532-6754

## Northwest Veterans Service Region

<b>Regional Supervisor</b>	<b>816-387-2841</b>
Andrew	816-387-2841
Atchison	660-582-0436
Benton	660-530-5544
Buchanan	816-387-2841
Caldwell	816-632-1459
Carroll	816-632-1459
Cass	816-836-0005 xt. 2166
Clay	816-836-0005 xt. 2166
Clinton	816-632-1459
Daviess	660-582-0436
DeKalb	816-632-1459
Gentry	660-582-0436
Grundy	660-582-0436
Harrison	660-582-0436
Henry	660-543-7930
Hickory	660-530-5544
Holt	816-387-2841
Jackson	816-836-0005 xt. 2166
Johnson	660-543-7930
Lafayette	660-543-7930
Livingston	816-632-1459
Mercer	660-582-0436
Nodaway	660-582-0436
Pettis	660-530-5544
Platte	816-387-2841
Ray	660-543-7930
Saline	660-530-5544
Worth	660-582-0436

## Southeast Veterans Service Region

<b>Regional Supervisor</b>	<b>573-596-0193</b>
Bollinger	573-290-5752
Butler	573-840-9770
Cape Girardeau	573-290-5752
Carter	573-840-9770
Crawford	573-265-7752 ext. 245
Dent	573-265-7752 ext. 245
Dunklin	573-888-9513
Howell	417-256-3452
Iron	573-218-6130
Madison	573-218-6130
Mississippi	573-472-5350
New Madrid	573-472-5350
Oregon	417-256-3452
Ozark	417-256-3452
Pemiscot	573-888-9513
Perry	573-290-5752
Phelps (St. James)	573-265-7752 ext. 245
Phelps (Rolla)	573-368-2373
Pulaski	573-596-0193
Reynolds	573-218-6130
Ripley	573-840-9770
Scott	573-472-5350
Shannon	417-256-3452
St. Francois	573-218-6130
Ste. Genevieve	573-290-5752
Stoddard	573-888-9513
Texas	573-596-0193
Washington	573-218-6130
Wayne	573-840-9770

## St. Louis Veterans Service Region

<b>Regional Supervisor</b>	<b>314-552-9885</b>
Jefferson	636-797-9624
St. Louis City	314-552-9885
St. Louis County (Veterans Home)	314-340-6389 ext. 242
St. Louis County	314-877-0001 ext. 242



Missouri Veterans Commission  
205 Jefferson Street, 12th Floor  
P.O. Drawer 147  
Jefferson City, MO 65102-0147  
573-751-3779  
[www.mvc.dps.mo.gov](http://www.mvc.dps.mo.gov)

## Veterans Homes

St. James	573-265-3271
Mt. Vernon	417-466-7103
Mexico	573-581-1088
Cape Girardeau	573-290-5870
St. Louis	314-340-6389
Cameron	816-632-6010
Warrensburg	660-543-5064

## Veterans Cemeteries

Springfield	417-823-3944
Higginsville	660-584-5252
Bloomfield	573-568-3871
Jacksonville	660-295-4237
Ft. Leonard Wood	573-774-3496

## Veterans Outreach

Incarcerated Veterans	417-532-6754
Minority Veterans	816-889-3081
Outreach Specialist	573-522-4228
Veteran Ombudsman	573-522-4220
Women Veterans	660-385-6192